BC Innovation Council

2018/19 – 2020/21
SERVICE PLAN

February 2018

BRITISH COLUMBIA

BC INNOVATION COUNCIL

For more information on the BC Innovation Council contact:

9th Floor – 1188 West Georgia Street
Vancouver, B.C. V6E 4A2

604-683-2724
Toll free: 1-800-665-7222

info@bcic.ca

Or visit our website at
http://www.bcic.ca

Board Chair Accountability Statement

The 2018/19 - 2020/21 BC Innovation Council Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 20, 2018 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Innovation Council's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Innovation Council's operating environment, forecast conditions, risk assessment and past performance.

Derek Lew
Board Chair

Table of Contents

Board Chair Accountability Statement 3
Strategic Direction and Alignment with Government Priorities 5
Operating Environment 6
Performance Plan 7
Financial Plan 13
Summary Financial Outlook 13
Key Forecast Assumptions, Risks and Sensitivities 14
Management's Perspective on the Financial Outlook 14
Appendix A: Hyperlinks to Additional Information 15
Corporate Governance 15
Organizational Overview 15
Appendix B: BC Innovation Council's New Health Score 16
Appendix C: Evaluation of Improved Company Growth 18
Appendix D: Top Ongoing Risks for BC Innovation Council Operations and Programs 20

Strategic Direction and Alignment with Government Priorities

The BC Innovation Council (BCIC) is our province's lead agency promoting the development and application of advanced or innovative technologies to meet the needs of industry in B.C. We see job creation and increased investment in the technology sector as measures of our effectiveness. We develop and implement initiatives that directly support the successful commercialization of technology businesses. We help ensure that the benefits of technology and innovation are felt around the province by working with rural and northern communities and equity-seeking groups to make strategic investments that support innovation and job growth.

As outlined in its 2018/19 Mandate Letter from the Minister of Jobs, Trade and Technology, BC Innovation Council will focus on three strategic priorities in the coming year:

- In alignment with Government priorities, continue to build and maintain strategic partnerships with industry, academia and other governments;
- Continue to deliver programs and initiatives that strengthen entrepreneurship development and increase company growth, ensuring that the benefits of technology and innovation are felt around the province including rural and northern communities; and
- Support the Government in the implementation of strategic initiatives that strengthen British Columbia's position as a preferred location for new and emerging technologies, by meeting with Government quarterly to:
    - Develop and implement programs and initiatives that directly support and accelerate technology commercialization in British Columbia;
    - Ensure that programs align with Government strategic direction; and
    - Report on program outcomes.

BC Innovation Council is aligned with the Government's key priorities, particularly:

Government Priority	BC Innovation Council Aligns with This Priority By:
A strong, sustainable economy	• Implementing Strategic Initiatives that Strengthen British Columbia's Position as a Preferred Location for New and Emerging Technologies (Goal 3).

Operating Environment

According to the latest B.C. Stats profile, B.C.'s technology sector is one of the largest contributors to the B.C. economy, employing more people than the mining, forestry, and oil and gas sectors combined. In 2016, the tech sector contributed nearly $15 billion to B.C.'s gross domestic product and B.C. tech companies generated $29 billion in revenues. Our high standard of living, Pacific location, and educated workforce make us an attractive centre for technology entrepreneurs.

All of this is celebrated at our #BCTECH Summit in Vancouver, May 14-16, 2018. The annual event commends all that our province's tech industry has to offer.

There is a need to grow and develop B.C.'s technology industry, as well as to bring technology innovations to traditional industries including forestry, mining, oil and gas, and agrifoods. By scaling our programs to meet the growing needs of the market, we enhance the entrepreneurial community and encourage the commercialization of technology.

A skilled labour force is required to support the growing technology sector and youth need to be engaged in technology courses and science literacy that will give them the skills to advance. Another significant issue is access to capital for small and mid-sized technology companies. Viable new businesses are finding it relatively easy to find individual investors, or 'angels', but this initial support needs to extend beyond the early stages of a company's growth.

Performance Plan

Goal 1: Encourage the Development and Application of Advanced or Innovative Technology to Meet the Needs of Industry in British Columbia

Objective 1.1: Facilitate the Commercialization of Innovative Technology

Commercialization is an entrepreneurial activity that takes a technology or intellectual property, creates a business around it, and introduces the new product or service to the market. BC Innovation Council's objective of facilitating the commercialization of innovative technology is supported by a range of strategies, including its network of commercialization acceleration programs, outreach to industry to understand market challenges, matching innovators with industry driven needs and opportunities and funding commercializable research programs.

Key Strategies:

- Understand market challenges within key sectors including: AgriTech, CleanTech, HealthTech and Quantum Computing.
- Match innovators with industry-driven needs and opportunities, with focus on areas where B.C. has a competitive advantage.
- Run the BCIC Ignite program, which works with universities across the province and provides funding to accelerate commercialization of research, new technologies and innovations in the natural resources and applied sciences fields.
- Provide market validation training and other support to early stage companies to commercialize concepts through the BC Venture Acceleration Program, which is delivered by a network of accelerators (the BC Acceleration Network) and Executives-in-Residence (EiRs) throughout the province.
- Strategically assist B.C. companies across all sectors to increase their competitive advantage through the adoption of innovation technology.

Performance Measure	2016/17 Actuals	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.1a The percentage of ventures in BC Innovation Council-funded programs with patent protection for their innovations or a structured approach to maintaining trade secrecy.[1]	47%	45%	45%	45%	45%

[1] Data Source: Progress reports from program partners. 2016/17 data based on responses from 352 participating companies.

Linking Performance Measures to Objectives:

1.1a The BC Innovation Council supports programs and initiatives that help innovative technologies reach the market. A patent demonstrates the innovative nature of a startup's technology. Trade secrets are also an effective way of shielding intellectual property. A product based on a novel technology tends to have a stronger chance of competing against established players because it can offer differentiated value to customers. Companies with patented intellectual property are better able

to defend their innovation when they become successful in the market. By encouraging the use of patents and trade secrets, BC Innovation Council's programs improve the growth rate and survivability of small and medium-sized businesses located in B.C.

Discussion:

BC Innovation Council is anticipating meeting its target of 45 per cent in 2017/18. This measure is projected to stay constant as per the market trends for patent filing within the industry. This market is comprised of individuals and/or organizations who are filing for patent protection related to technology products. The target represents a goal to achieve a high level of patent protection. The unweighted average over the last three fiscal years (2014/15-2016/17) is 45 per cent. This target would be an indicator of success for the program because not all entrepreneurs need to secure such protection. Some ventures may still be at the early idea stage and not yet ready to file a patent. Other ventures in the information and communication technology field (including digital media and software as a service) often do not file patent protection or register trade secrets because copyright already exists for their source code.

Goal 2: Strengthen Entrepreneurship Development and Increase Company Growth

The BC Innovation Council has combined its Goal 2 and Goal 4 from the 2017/18 – 2019/20 Service Plan released in September 2017 to create this goal. Likewise, the respective accompanying performance measures for the former Goals 2 and Goal 4 are included in this goal, in Objectives 2.1 and 2.2 below.

Objective 2.1: Enhance Entrepreneurial Skills

The BC Innovation Council works with its program partners to help British Columbians become successful entrepreneurs.

Key Strategies:

- Support post-secondary programs to develop entrepreneurial talent development.
- Provide mentorship and training through our B.C.-based network of EiRs and accelerators (B.C. Acceleration Network).
- Sponsor and promote appropriate conferences, competitions and events that provide valuable education and networking opportunities.

Performance Measure	2016/17 Actuals	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.1a The overall level to which B.C. Acceleration Network clients have a solid business foundation for the success of their companies (BC Innovation Council Health Score).[1]	90	90	89	89	89

[1] Data Source: Progress reports from program partners. 2016/17 data based on responses from 60 companies. This measure presents an overall score out of a possible 100 points, which is further defined in Appendix B: BC Innovation Council's

Health Score. The score is determined by a set of indicators identified by BC Innovation Council and validated by its EiRs as important elements for a venture to progress. Refer to Appendix B, Table 1 for the list of indicators.

Linking Performance Measures to Objectives:

2.1a BC Innovation Council activities support job creation in B.C. To do so, it is essential that companies in BC Innovation Council-funded programs progress from early stage ventures to larger mature companies with job opportunities. The BC Innovation Council Health Score reflects the level to which startup companies in BC Innovation Council-funded programs are on track to progress into companies that will experience job growth. The previous Health Score model has been updated to reduce subjectivity of the previous rating system and better reflect startup progress relative to jobs, revenue, investments and skill development.

Discussion:

BC Innovation Council reports on the top quartile of companies, because they are considered to be in a position to achieve success. A target of 89 points has been established. To reach 89 points, companies on average have achieved a strong mix between results and skills development. For 2017/18, BC Innovation Council anticipates exceeding its target by 1 point.

Startups participate in the program for an average of 10 months, and different cohorts rotate through the program each year. Thus, the Health Score targets derived from these different cohorts are not expected to increase substantially year-over-year.

See *Appendix B: BC Innovation Council's Health Score* for a discussion regarding a recent analysis of this performance measure and explanation on how the new Health Score method was determined and for more details on how targets have been set and are measured.

Objective 2.2: Engage B.C. Companies with Industry Opportunities and Targeted Growth Programs

The BC Innovation Council helps connect B.C. ventures with numerous resources to help them grow and scale their businesses, leading to job growth and economic development across the province.

Key Strategies:

- Assist companies to identify and connect with innovative technology solutions, critical talent, capital, and market opportunities to increase jobs and accelerate revenue growth.
- Provide high potential companies with tailored input and assistance as to how they can best prepare and position their companies to capitalize on growth and industry opportunities.
- Foster innovation culture, capacity and markets through engaging multiple parties in the innovation ecosystem to collaborate on industry-driven challenges and solutions.
- Collect feedback from participants in BC Innovation Council funded programs on a regular basis so that we can continually improve the quality of BC Innovation Council's programs and services.

Performance Measures		2016/17 Actuals	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.2a	The average score of participants engaged in BC Innovation Council-funded advanced access programming that received support, yielding improved company growth (via talent, capital, market) and industry opportunities.[1]	72	75	75	75	75
2.2b	The percentage of participants in BC Innovation Council-funded programs who confirm programs have a high value impact in advancing their technology venture.[2]	94%	90%	90%	90%	90%

[1] Data Source: Progress reports from program partners. This measure is based on participant surveys and presents an average of the overall weighted score out of a possible 100 points. See Appendix C: Evaluation of Improved Company Growth for more information.

[2] Data Source: Progress reports from program partners. This measure is based on sample surveys where high impact value is defined as a value of 7 or more on a 10-point evaluation scale. 2016/17 data was based on 1027 entries.

Linking Performance Measures to Objectives:

2.2a The province's innovators have built a strong startup ecosystem, but it is still medium-sized businesses that have seen the most economic impact. To ensure that early stage B.C. ventures grow to become medium-sized companies with the greatest potential for economic impact, the BC Innovation Council aims to further their development in B.C. by providing these high potential companies with advanced access to growth (talent, capital, market) and industry opportunities to accelerate job growth and economic returns for the province. This performance measure is designed to evaluate the impact of advanced programming targeted at high potential startups and current operating companies that have potential for rapid growth.

2.2b Confirmation from entrepreneurs and businesses that BC Innovation Council-funded programs enable their ventures to progress indicates the value our programs have provided in equipping them with the knowledge and tools to advance their businesses.

Discussion:

BC Innovation Council anticipates meeting its 2017/18 target of 75 points for performance measure 2.2a. 2016/17 was the first year that this performance measure was tracked via weighted survey response. This measure applies to any company in B.C. that wants to use innovative technology to increase their competitiveness and ultimately create greater revenue and jobs for B.C. citizens. A 75 point target represents the difference in size of our partners and the insights we are receiving from them regarding this measure. Furthermore, the 75 point target relies on our assumption that surveyed companies will meet our basic threshold for the Talent, Capital and Markets pillars (40 points each) as well as will have answered Yes to one or two of the three remaining survey questions per pillar (20 points each). This can be found in Appendix C. It is also worth noting that a 75 point metric in this realm is representative of a strong startup ecosystem.

BC Innovation Council anticipates meeting its 2017/18 target of 90 per cent for performance measure 2.2b. Evaluation of programs at this percentile represents immense value and effectiveness. Evaluation results enable us to assess how well we are delivering on our mission to provide unique programs and services. Reports from the participants in BC Innovation Council-supported programs

and services help to shape, refine and improve our offerings and position BC Innovation Council as an integral component to the growth and success of our client companies.

Goal 3: Support the Government in the Implementation of Strategic Initiatives that Strengthen British Columbia's Position as a Preferred Location for New and Emerging Technologies

Objective 3.1: Focus Resources on Entrepreneurs Who Will Build their Companies in B.C.

The BC Innovation Council invests in opportunities for entrepreneurs and innovators who build their companies in our province.

Key Strategies:

- Have accelerators and programming available in physical locations across the province as well as virtually for those in more remote areas or areas where an accelerator is not physically present.
- Work with partners to focus program resources on entrepreneurs who can achieve early customer acquisition while maintaining base operations in B.C.
- Provide regional support in the form of curated solutions and matching innovators to potential buyers for early validation and a roadmap to global markets.
- Work with government to encourage the purchase of innovative technology products that allow for more efficient delivery of government services.
- Host the #BCTECH Summit and other events that introduce industry to made-in-B.C. technologies and innovations and connect local innovators to real market opportunities.

Performance Measures	2016/17 Actuals	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1a The percentage of participants in BC Innovation Council-funded programs who are assessed as being able to be successful in their venture without needing to leave B.C. to do so.[1]	95%	93%	93%	93%	93%

[1] Data Source: Progress reports from program partners. This measure is based on the experience and knowledge of Executives-in-Residence and mentors who evaluate the opportunities they are supporting. 2016/17 data was based on response from 352 participating companies.

Linking Performance Measures to Objectives:

3.1a The performance measure indicates what percentage of participants in BC Innovation Council programs are assessed as having the resources and opportunity to build successful businesses in B.C. Entrepreneurs with early stage innovative concepts and business ventures are highly mobile. For many, it is tempting to move to new locations outside of B.C. to be near their key customers, suppliers or investors. BC Innovation Council assesses the likelihood that a venture will stay in B.C. to avoid committing taxpayer resources to ventures that are destined to create jobs elsewhere. The likelihood is tied to the ability to build relationships with customers, suppliers and investors from B.C.

Discussion:

BC Innovation Council anticipates meeting its 2017/18 target of 93 per cent.

As a result of effective assessment during in-take sessions, the vast majority of ventures supported by BC Innovation Council-funded programs are expected to be successful without needing to leave B.C. Some BC Innovation Council-funded programs are also aimed to cultivate the next generation of entrepreneurs through fostering interest and skill-building within the student population. While these programs are highly effective in equipping the next cohort of potential entrepreneurs with the right skills, it is conceivable that a small percentage of student-focused ventures accepted into these programs will need to exit B.C. to be successful. Looking forward, a target of 93 per cent has been established.

Financial Plan

Summary Financial Outlook

($000)	2017/18 Forecast	2018/19 Budget	2019/20 Budget	2020/21 Budget
Total Revenue				
Province of British Columbia (1)	19,590	8,090	8,090	8,090
Internal Program Funding (2)	374	210	160	10
NRAS Endowment (3)	2,385	2,385	1,335	1,335
Interest & Other	532	495	295	125
Total Revenue	**22,881**	**11,180**	**9,880**	**9,560**
Total Expenses				
Programs and Initiatives	19,730	5,813	5,573	5,276
NRAS Endowment (3)	2,385	2,385	1,335	1,335
Salaries and Benefits	1,939	2,160	2,160	2,160
Rent	306	310	312	312
Amortization	63	50	38	15
Operational & administrative expenses (4)	458	462	462	462
Total Expenses	**22,881**	**11,180**	**9,880**	**9,560**
Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)	**0**	**0**	**0**	**0**
Total Liabilities/Debt (even if zero)	**7,408**	**5,820**	**5,331**	**4,992**
Accumulated Surpluses/Retained Earnings/Equity (even if zero) (5)	**56,495**	**56,495**	**56,495**	**56,495**
Capital Expenditures (6)	**50**	**50**	**50**	**50**
Dividends/Other Transfers	**0**	**0**	**0**	**0**

1 In 2017/18, BC Innovation Council anticipates receiving $6,090,000 in annual funding and $13,500,000 in funding for the B.C. Tech Works Programs.
2 Internal Program Funding represents the use of deferred program revenues.
3 Accumulated interest from NRAS will provide funding for research activities of BC academic institutions and technology developers leading to commercializable projects.
4 Other operating costs include legal, audit, travel, and office expenses.
5 Accumulated Surplus includes the $50 million Natural Resources and Applied Sciences Research (NRAS) Endowment Fund capital.
6 Capital expenditures include costs of computer hardware and software.
* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

In fiscal year 2005/2006, the Council was charged with stewarding an endowment contribution of $50,000,000 from the then Ministry of Economic Development. The Endowment capital is permanently restricted. Investment earnings are restricted for the support of training, research and development in natural resources and applied sciences.

($m) or ($000)	2017/18 Forecast	2018/19 Budget	2019/20 Budget	2020/21 Budget
NRAS Endowment Fund	50,000	50,000	50,000	50,000
Interest Accumulated, beginning	4,674	3,339	1,954	1,619
Annual Investment Income	1,050	1,000	1,000	1,000
Program Expenditures	(2,100)	(2,100)	(1,050)	(1,050)
Administration & Professional Fees	(285)	(285)	(285)	(285)
Forecast Interest Balance	**3,339**	**1,954**	**1,619**	**1,284**

Key Forecast Assumptions, Risks and Sensitivities

- The forecast revenues are presented under current government financial requirement guidelines. The funding for BC Innovation Council is reviewed annually through the budget process.
- Interest earned on investments is forecast to remain stable over the next three years.
- BC Innovation Council budgeted $425,000 of its annual provincial funding to support the operation of the Premier's Technology Council (PTC).
- The forecast assumes that the staffing level will remain stable.

Management's Perspective on the Financial Outlook

- BC Innovation Council's programs will be primarily funded by the core funding from the Province. BC Innovation Council will align its funding to programs that meet its mandate. BC Innovation Council will work both with companies directly and with all the regional partners and various organizations across the province to develop and deliver programs that accelerate the commercialization of technology and development of entrepreneurs.
- BC Innovation Council will only have limited access to its restricted funds (funds accumulated from past years that were not spent and have been directed to future programs). Therefore, the funds that are restricted have not been budgeted for in BC Innovation Council's forecasts.
- Interest returns on investments remain low under the current economy, and it is unlikely that the interest returns will change significantly over the next three years.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

- Role and membership list of the Board of Directors
- Board Committees and Members
- Names and job titles of senior management
- Governance principles
- Significant reporting relationships

Organizational Overview

- Enabling Statute
- Mandate provided in enabling statute
- Vision and values
- Business areas
- Benefit BC Innovation Council provides the public
- Principle partners, clients and stakeholders
- Program delivery
- Location

Appendix B: BC Innovation Council's Health Score

Background

BC Innovation Council's Health Score has evolved to deal with two issues that had been identified:

1. Rating under the previous system required the rater to make a number of subjective decisions that was found to be inconsistent across raters.
2. There were substantial inconsistencies in scoring across different stages of startup growth; it was impossible to compare startups at different company stages.

Moving Forward

As of 2016/17, the Health Score focuses on the progress achieved by startups in the BC Venture Acceleration Program. By emphasizing results: jobs, revenue, investment, patent/trade secrets, and skill development, the subjectivity from the old scoring model is removed.

Advantages of Health Score

1. **Companies are evaluated using one scoring scheme**: enables fair comparison amongst all companies in the program
2. **Scores are based on actual progress from Venture Acceleration Program quarterly reports vs. indicators for success:** i.e. jobs, revenue, investment, Market Validation Training, patent/trade secrets.
3. **The model eliminates rater subjectivity:** scoring is based on the progress achieved by each venture, eliminating the need for interpretation required by some indicators.

Interpreting the Health Score

Consistent from the previous Health Score model, a strong score (75+) indicates a venture is on track and on a good trajectory. A score of 50-74 indicates a startup is beginning to demonstrate an increase in jobs, revenue and investments, all indicators of company traction.

Target

BC Innovation Council reports on the top quartile of companies, because they are considered to be in a position to achieve success. A target of 89 points has been established. To reach 89 points, companies on average have achieved a strong mix between results and skills development.

Across all startups, BC Innovation Council expects to achieve an average Health Score of 55 points. Startups in the BC Venture Acceleration Program are typically still very early stage; therefore, even an incremental increase in jobs, revenue and investment represents progress. In addition, within a cohort of startups, a mixture of success is to be expected. As such, they are not included in the reporting parameters until they reach a stage where they have gained early stage commercial traction.

Startups participate in the program for an average of 10 months, and different cohorts rotate through the program each year. Thus, the Health Score targets derived from these different cohorts are not expected to increase substantially year-over-year.

Table 1: The Health Score Model	
Results Achieved (Per Quarter)	**Points Awarded ***
Basic Threshold: Any Jobs or Revenue or Investment (excl. Founder**)	+40
Threshold 1: >= 2 Jobs or >= $15K Revenue or >= $20K Investment (excl. Founder**)	+10
Threshold 2: >= 3 Jobs or >= $30K Revenue or >= $40K Investment (excl. Founder**)	+15
Threshold 3: >= 5 Jobs or >= $125K Revenue or >= $125K Investment (excl. Founder**)	+10
Skills Development	
Completed 5 core Market Validation Training Modules	+15
Completed >= 5 Additional Training Topics	+5
Technology Patented / Has Trade Secret	+5

*Each score is awarded on an additive basis, up to a maximum of 100 points. The Health Score will be derived from the average score of all ventures that have been in the BC Venture Acceleration Program for more than three months.
**Founder investment is not included because it does not represent an investment (and endorsement) from a third party.

Appendix C: Evaluation of Improved Company Growth

The evaluation of improved company growth takes into account a number of factors that are widely considered important or vital to a medium-sized, high-potential company looking to gain a competitive advantage, adopt innovative technology and solve industry-driven needs.

Markets, *Talent* and *Capital* are the core thematic pillars of BC Innovation Council's advanced access programming. These are the most critical challenges facing high-potential companies with the capacity for rapid growth. The element that crosses all pillars is management capabilities, which can be described as the managements skills, internal planning, optimization and/or capacity needed for a company to take steps towards improving access to market, talent and capital. Improved management capabilities increase the likelihood of success and, as such, it is the most heavily weighted component.

Considering market, talent and capital specifically, the needs of high-potential companies can vary. As such, there is no one factor more important for company growth, and thus the weighting systems among pillars are identical; each totals 100. Likewise, the discrete steps within the pillars have equal weightings. In this regard, BC Innovation Council's advanced access programming will begin with a needs assessment of each company, so that support services are specifically tailored to progress each company from their distinct position to their desired future state.

In 2017, Q3 of the *Talent* section was altered based on feedback from program delivery partners. The previous question, "Company determined necessary HR capabilities to attract, develop and retain talent," was changed to "Company gained awareness of other talent-related opportunities." This change was due to the fact that companies in this program are too small to have HR departments and strategies.

Table 2: Survey Weighting for Evaluation of Improved Company Growth	
1. Talent	**Points***
Basic Threshold: BC Innovation Council programs made a positive impact on the overall management capabilities (skills, planning, optimization and/or capacity) necessary for the company to access advanced talent opportunities	+40
Q 1: Company gained increased number of staff as a result of the program	+20
Q 2: Company gained increased and needed expertise on staff as a result of the program	+20
Q 3: Company gained increased awareness of other talent-related opportunities	+20
2. Capital	**Points***
Basic Threshold: BC Innovation Council programs made a positive impact on the overall management capabilities (skills, planning, optimization and/or capacity) necessary for the company to access advanced capital opportunities	+40
Q 1: Company increased access to existing capital as a result of the program	+20
Q 2: Company gained access to new capital as a result of the program	+20
Q 3: Company determined best approach to financing for the acquisition of capital	+20
3. Markets	**Points***
Basic Threshold: BC Innovation Council programs made a positive impact on the overall management capabilities (skills, planning, optimization and/or capacity) necessary for the company to access advanced market opportunities	+40
Q 1: Company gained increased share of existing market as a result of the program	+20
Q 2: Company gained channels to new market(s) as result of the program	+20
Q 3: Company determined best positioning of product/service to meet needs of market	+20

*Each score is awarded on an additive basis, up to a maximum of 100 points per category. The basic category threshold is 40 points, with subset questions awarding additional points depending on the depth of support/assistance received via BC Innovation Council programs. The overall measure will be derived from the average survey score of all participants engaged in advance access programming.

Appendix D: Top Ongoing Risks for BC Innovation Council Operations and Programs

Issues, Risks, and Potential Impacts	Mitigating Strategies
• The programs that BC Innovation Council funds are designed to lower the risk that an entrepreneurial venture will fail. It is possible that these programs will not actually improve outcomes, despite the quality and care taken in their design and delivery.	• BC Innovation Council uses course materials developed for entrepreneurial education. BC Innovation Council programs are customized for the BC context by local organizations like ACETECH, the Association of Technology CEOs. It is also recognized that some ventures will fail, and their founders will be successful with future ventures, drawing on their experience and learning.
• The regional and educational partners are independent not-for-profit organizations governed by their own boards and management teams. Many have revenue streams from sources other than BC Innovation Council. It is a significant operational risk that economic forces in their region or strategic changes within their governance structure might cause them to decline to continue delivering BC Innovation Council's programs.	• The program delivery and support burden is divided among several partners at all times, ensuring that if one partner drops out, others can quickly develop capacity to replace them. BC Innovation Council provides funding to organizations based on proposals for programs that meet our mandate. We solicit proposals first from existing funded partners. If they cannot meet our requirements, we may use a competitive Request for Proposal process. BC Innovation Council requires BC Acceleration Network partners to develop sustainability plans to address future funding issues, which may include less financial support from BC Innovation Council.